

HEADQUARTERS  
UNITED STATES EUROPEAN COMMAND  
APO AE 09128

STAFF MEMORANDUM  
NUMBER 5-27

28 Jun 99

**ADMINISTRATIVE MATTERS**

Official Visits to HQ USEUCOM

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**1. Purpose.** To prescribe policies, establish responsibilities, and outline procedures regarding administration of official visits to Headquarters, United States European Command (HQ USEUCOM).

**2. Applicability and Contents.** This SM is applicable to personnel assigned to HQ USEUCOM and associated units located at Patch Barracks. It contains:

- a. Basic Instructions
- b. Appendix A - Sample Visit VFRD
- c. Appendix B - Sample Visit Book
- d. Appendix C - Distinguished Visitor Checklist
- e. Appendix D - Responsibilities Chart

**3. Suggested Improvements.** ECCS-P is the proponent of this staff memorandum and suggested improvements should be forwarded to HQ USEUCOM, ATTN: ECCS-P, Unit 30400, Box 1000, APO AE 09128.

**4. References.**

- a. **ED 5-4**, Granting of Travel Clearance for Official Travel Visits to and within the USEUCOM area.
- b. **ED 5-5**, Reports Concerning Distinguished Visitors (DV) and/or Responses to DV Request for Information.
- c. **SM 5-10**, Convening and Hosting Conferences.
- d. **SM 5-19**, Scheduling of HQ USEUCOM Intra-Theater Administrative Airlift.
- e. **SM 5-40**, Assignment to VOQ Distinguished Visitor (DV) Suites.
- f. **SM 30-1**, Travel Orders.
- g. **U.S. Embassy Bonn Msg** Subject: Non-NATO Military Visitor to Germany: Playing by the Rules.
- h. DOD Foreign Clearance Guide, DOD 4500-54.G.
- i. DODR 5200.1, EUCOM Sup 1.
- j. DODR 7250-13

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This staff memorandum (SM) supersedes SM 5-27, dated 23 July 1996.

**5. Internal Control Systems.** This memorandum contains internal control provisions and is subject to the requirements of the internal management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.

**6. Definitions.**

a. Distinguished Visitor(s) (DV). General/Flag Officers and civilians of equivalent grades (GS-16 and above, SES 1 and above, FSO 1 and above, and DV Code 1-6). Throughout this staff memorandum any reference to General/Flag Officers also includes the civilian equivalents of each respective rank.

b. Command Group (CG). Consists of the Commander in Chief (CINC), Deputy Commander in Chief (DCINC), and Chief of Staff (CoS).

c. Office of Primary Responsibility (OPR). The office designated by SJS to be responsible for coordination of a particular visit.

d. Visit Coordinator (VC). The individual (0-6) designated by the OPR to be responsible for four-star visits. An 0-5 can be designated for three-star and below

e. Action Officer (AO). The individual designated by the OPR to serve as the point of contact among his/her directorate or staff office, the DV's office, and the Protocol Office.

**7. Policies.**

a. Approval Authority.

(1) The CoS is the approving authority for all DV visits to HQ USEUCOM.

(2) Approval for all DV visits will be obtained by submitting a Visit VFRD (Very Fast Response Direct, see SM 5-5) to the CoS, using the "VFRD-VISIT Group" SLAN address. (See Appendix B).

***b. The Protocol Office will be informed of all projected DV visits to HQ USEUCOM or Patch Barracks. Notification can be made via LAN, telephone (430-4471), memorandum, or Staff Summary Routing Sheet (SSRS) with a copy of the message expressing the DV's intent to visit the Headquarters.***

c. The DV's staff must contact HQ USEUCOM/J33 for Theater Clearance and the USDAO of the country being visited for country clearance. (See DoD Foreign Clearance Guide - Europe, DoD 4500-54.G for further guidance)

d. A visit prebrief may be required by the DCINC and/or CoS. If required, the participants will include the OPR and the Protocol Officer.

e. The OPR recommends who will attend briefings presided over by the CINC, DCINC or CoS. Coordination should be accomplished prior to submitting for approval to ensure all proposed attendees (including CINC, DCINC, or CoS) are available. The Command Group is the final approval authority.

f. Military airlift (MILAIR) support for non-DoD and foreign visitors will be submitted to the DCINC for approval. MILAIR will not be offered by the Action/Protocol Officer before approval has been received. In order to maximize aircraft use, MILAIR will normally only be approved when such support can be combined with other planned travel. (NOTE: Request should be coordinated with ECJ3). (See SM 5-19 and/or reference the ECJ3 Web Page-J36, Command and Control Division for procedures).

g. Recommended lead time for a visit is 30 days. The sooner the visit is coordinated, the smoother the visit usually goes.

h. The OPR will have a GO/FO meet all four-star DVs. If the primary is unavailable, the OPR is responsible for finding an alternate GO/FO (CoS XO can assist OPR with alternate GO/FO assignment).

**8. Gifts.** The OPR is responsible to determine if visitor plans to present a gift, what gift the visitor plans to present, and to whom. This information must be received prior to the visitor's arrival. Official gifts are normally only exchanged with non-DoD and foreign DVs. Contact Protocol for assistance. (Ref DODR 7250-13)

**9. Special Events/Conferences.**

a. For special events that involve a significant number of USEUCOM personnel and DV's, such as a CINCEUR Change of Command Ceremony, the CoS will designate a Director to act as the Project Officer for the event. The Project Officer will be charged with the overall planning, coordination, responsibility, and supervision for the event.

b. Conferences will be coordinated by the sponsoring directorate/agency. The Chief of Protocol will assign a Protocol Officer to coordinate DV visitors associated with the conference and to provide guidance on protocol-related matters. (See SM 5-10).

#### **10. Representational Funds.**

a. Representational funds are used for official entertainment to maintain the standing and prestige of the United States by extending official courtesies to certain dignitaries and officials of the United States and foreign countries. The DCINC is the sole approval authority for EUCOM CINC/DCINC representational funds at this Headquarters except those held at the Directorate level.

b. The OPR will indicate on the Visit VFRD when representational funds are desired to include: events, number of guests we are funding, dates, times, and estimated cost. Once the Visit VFRD is approved by the CoS the Protocol Officer will submit the official request to the DCINC.

#### **11. Responsibilities.**

a. **Secretary Joint Staff .** The Secretary of the Joint Staff will:

- (1) Designate the directorate or staff office to act as OPR for every visit.
- (2) Maintain a master event calendar to keep the CoS advised of the visit schedule in order to preclude conflicts.
- (3) Determine when scenesetter messages/letters are required.

b. **Protocol.** Protocol will:

- (1) Be the focal point for tracking of all DV visits to HQ USEUCOM.
- (2) Submit Visitor Notification Sheets to SJS NLT 24 hours after receipt of visit notification. This will start the process of appointing an OPR for the visit.
- (3) Prepare the Visitor Information Tab (Tab A) for the visit book on all four-star visits (DV Codes 1-3).
- (4) Coordinate all arrangements for DV billeting and ground transportation for all four-star visits.
- (5) Arrange/coordinate all EUCOM luncheons and social functions hosted by the CINC, DCINC, and/or CoS.
- (6) Manage VIP suite reservations. (See SM 5-40).
- (7) Maintain reservations logs for the Headquarters Conference Room (HCR) and Auxiliary Conference Room (ACR)/Conference Support Center (CSC).
- (8) Arrange seating for the DCINC Morning Staff Meeting (MSM), Component Commanders' Conference when held at HQ USEUCOM, and briefings/discussions in the HCR, ACR/CSC, and DCR when the CINC, DCINC, or CoS preside.
- (9) Prepare appropriate welcome/information folders for DVs.
- (10) Provide the CINC, DCINC, and/or CoS with a seating chart with the names (Rank, Go-by name, Last Name) of attendees and briefers who will be at the meetings at which they will preside at EUCOM.

- (11) Monitor the execution of all DV itineraries.

- (12) Assign a Protocol Officer to advise the OPR Action Officer/Visit Coordinator on all DV visits.
- (13) Coordinate and prepare spouse schedules for four-star or equivalent visits.
- (14) Obtain DCINC approval for the use of HQ USEUCOM airlift assets to support four-star air travel.
- (15) Obtain DCINC approval for the use of representational funds.
- (16) Request invitational travel orders for four-star equivalent non-DoD and foreign DVs.
- (17) Compile and publish a weekly report of projected visits to HQ USEUCOM and tenant units located at Patch Barracks.
- (18) Prepare itinerary and assist setting up awards, promotion, and retirement ceremonies hosted at EUCOM by the CINC, DCINC, or CoS.

**c. Office of Primary Responsibility.** The OPR will:

- (1) Appoint a Visit Coordinator (VC) and Action Officer (AO). These names, grades, and telephone numbers should be provided to the Protocol Office and SJS NLT 48 hours after receiving SJS tasker.
- (2) Coordinate with other staff directorates, agencies, and associated units at Patch Barracks and develop a proposed agenda of appropriate briefings and discussion topics. Submission of a briefing or discussion topic constitutes concurrence for the inclusion of the subject in the final itinerary. Ensure primary participants' schedules are deconflicted.
- (3) Submit proposed DV agenda to CoS via Visit VFRD (using VFRD-VISIT GROUP on the SLAN) for approval. Once approved, an updated Visit VFRD must be submitted to the CoS two working days prior to the week of the visit, and whenever a major change has occurred.
- (4) Schedule visit pre-brief with the schedulers for the DCINC or CoS, if directed.
- (5) If there will be command group involvement, submit final visit book via SSRS to DCINC/CoS.
- (6) Prepare and publish the visit Schedule of Activities for three-star visits and below. This Schedule of Activities will be provided to the visitors and the HQ Staff. (See Appendix A).
- (7) Coordinate Theater and Country clearance issues required. An example is on the ULAN at: [www.eucom.mil/events/gbs/clearance.htm](http://www.eucom.mil/events/gbs/clearance.htm). The example is not good for SECDEF special areas or the Balkans. Call ECJ33 at 430-4220 for further guidance. The line: Travelers have had Level I FP/AT training must also be on the message.
- (8) Determine attendance at the briefings and provide attendance lists to the Protocol Office as soon as possible.
- (9) Notify the U.S. Defense Attaché (USDAO), American Embassy, Bonn, of visits by U.S. Ambassadors and third-country nationals. In the case of visits by Non-NATO Personnel, request German Government approval of the visit through USDAO Bonn.
- (10) Check with SJS to determine if scenesetter message/letter is required. If so, prepare and forward in accordance with SM5-5.
- (11) Provide individuals to serve as slide flippers for presentations delivered for or by the DV.
- (12) Control access to briefings. If the brief is SI/SCI in the HCR, the OPR must provide one person to check clearances at the front door and one person to guard the back door during the briefings.
- (13) Prepare after action reports as appropriate.

d. **Visit Coordinator (VC).** The VC will:

- (1) Review all proposed visit briefings to ensure continuity and prevent repetition.
- (2) Ensure visit briefings topics/schedules are approved by the CoS. (NOTE: Proposed briefing agendas should be submitted via Visit VFRD to CoS for approval.) (See Appendix A)
- (3) Attend the scheduled briefings and discussions.
- (4) Ensure all briefers are aware of their scheduled time to present their briefing.
- (5) Ensure the briefers make any necessary changes to the briefings as a result of input received during/ immediately following the visit.

e. **Action Officer.** A checklist is provided at Appendix C to help the AO. A visit template is provided at the Appendices and on the SJS Home Page. The template will provide the AO a guide to assist in the development of the SSRS/Visitor Package which must be submitted to the CoS.

- (1) Develop and execute all phases of the visits for three-star DVs and below.
- (2) Coordinate the visit with the staff and resolve any conflicts in schedules, e.g., previously scheduled conference/DV visits. If no conflicts exist, ECJ3 issues an invitation to visit or reply to the request for travel clearance. (See Reference a. ED 5-4)
- (3) Obtain a current biography of DV(s).
- (4) Reserve conference room for briefings and discussions. (See paragraph 12.i.)
- (5) Send all briefings to the appropriate conference room account (HCR, ACR, or DCR)
- (6) Ascertain DV briefer's audio-visual support requirements.
- (7) Arrange for an individual to serve as a slide flipper for all meetings.
- (8) Schedule office calls as appropriate.
- (9) Make DV billeting arrangements. Protocol or the Billeting Officer can provide a listing of hotels in the local area if quarters are not available on Patch. The Protocol Office is responsible for DV Suites at the Patch Barracks VOQ. (See para 12.j)
- (10) Make arrangements for meals. (See paragraph 12.k. for arrangements with CINC's Mess).
- (11) Request ground and air transportation, as appropriate.
- (12) Request issuance of invitational travel orders (required whenever non-DoD and foreign military and civilian personnel request U.S. military air transportation or access to DoD facilities in EUCom). (See paragraph 12.r.)
- (13) If required, request SCI clearances from the DV's servicing SSO. (See paragraph 12.t.).
- (14) Obtain welcome folders from the Protocol Office. (See paragraph 12.m.).
- (15) Obtain points of contact at each location in the DV's itinerary.

(16) For briefings held in the HCR, as soon as possible, forward to the Protocol Officer the names of the USEUCOM directors/staff members who will be attending. These instructions are also applicable when other conference rooms are used in lieu of the HCR and when the CINC, DCINC, or CoS will be attending.

(17) Obtain visitor badges from the MP at front entrance to HQ for each member of the DV's entourage when visiting the Command Group.

(18) Ensure that all visit responsibilities of the OPR and VC have been accomplished.

(19) Update the Protocol Officer with the input for the DV Report by COB on Wednesdays.

(20) Coordinate with ECSM when Personal Security issues are a concern

f. **Directorates.** When notified by OPR, the Directorates will:

(1) Prepare briefings as indicated in the published visit schedule. Directors should personally present their directorate briefings, if possible, for four-star and CAPSTONE visits.

(2) Notify the OPR of the level of clearance required for attendance at the proposed briefings and discussions sponsored by their directorate.

g. **Specific Staff Responsibilities.** The following paragraphs delineate specific staff responsibilities for all DV visits to HQ USEUCOM.

(1) **Political Advisor Responsibilities.** The POLAD, when notified by the OPR, will render assistance and advice for visits by U.S. Ambassadors, all Department of State Personnel, and Foreign visitors of State.

(2) **ECJ2 Responsibilities.** When notified by the ECJ2 Security Support Office (J2-SSO) on behalf of the Director, ECJ2 will:

(a) Receive, maintain, and verify security clearances of visitors to HQ USEUCOM.

(b) Contact DV's servicing Special Security Officer (SSO) to obtain clearances if not received within five working days prior to DV's arrival. AO should work with SSO to ensure clearances have been received.

(c) Advise on access to SI/SCI briefings and discussions. Controlling the access is an OPR responsibility.

(d) Provide country background information to OPR as requested for foreign visitors.

(3) **ECJ3 Responsibilities.** When notified by the OPR the Director, ECJ3 will:

(a) Establish advance contact with command and control agencies and arrange for the secure transmission of military flight information.

(b) Provide flight-tracking information, as requested.

(c) Schedule military airlift as requested and/or required to accomplish the visit. Operational Support Aircraft missions will be requested by directorates responsible for the visit directly to Stuttgart Army Airfield and/or USAFE AMOC.

(4) **ECJ6 Responsibilities.** When notified by the OPR the Director, ECJ6 will:

(a) Determine communication services available along routes of travel/visit sites on DV's schedule of activities. Provide copy to OPR/AO and ECJ3 European Theater Command Center (ETCC).

(b) Task component commands and agencies to provide personnel/equipment/circuitry to meet communications requirements levied upon HQ USEUCOM by higher authority. Coordinate such requirements with all concerned to ensure accomplishment of tasking and adequacy of communications.

(c) Maintain liaison with the ECJ3/ETCC to ensure communications.

(d) Provide information concerning communications available to support DV visits, to include access techniques to such communications.

(e) Ensure channels of communication are adequate to provide accurate information on DV movements using in-being or on-call capabilities.

(5) **HQ USEUCOM Flight Operations Protocol Section Responsibilities.** When notified by the OPR, Flight Operations Protocol will provide support to DVs who transit either the Stuttgart International Airport (SIAP) or Stuttgart Army Airfield (SAAF). Support is rendered when the traveler is a member of HQ USEUCOM, is hosted by HQ USEUCOM, or as directed by ECJ3. Flight Operations Protocol will:

(a) Advise individuals (e.g., Protocol Officer, AO, motor pool, etc.) of changes that affect the arrival/departure of DVs.

(b) Meet all arriving/departing DVs on military flights at SAAF.

(c) Manage ground vehicle loading/unloading of passengers in parking areas.

(d) Coordinate with the SIAP authorities for approval to use their aircraft parking facilities.

(e) Coordinate aircraft requirements (fuel, ice, and fleet service) and other operational necessities (guards, ropes, and stanchions), as requested.

(f) When requested by transiting aircrews, arrange hotel reservations.

(g) Arrange transportation for aircrews to/from local hotel accommodations and SAAF as requested. Services and travel coordinated outside the purview of this staff memorandum will be the responsibility of the AO.

(6) **6th Area Support Group Responsibilities.** When notified by the OPR the Commander, 6th ASG will:

(a) Provide VOQ accommodations, if available. The VOQ will maintain a list of civilian hotels in the local area. The list will be provided to the AO on request. Certificates of non-availability of quarters will be issued by the VOQ Custodian, as appropriate.

(b) Will provide local ground transportation, (VIP Motorpool) as directed for DV visits.

(c) Provide security in coordination with PSD, to include helipad security and safety.

(d) Provide traffic control, as necessary.

(7) **USEUCOM Public Affairs Responsibilities.** In-theater public information releases relating to DoD-sponsored visitors to HQ USEUCOM will be made only by the Director, ECPA. Requests from news media and other agencies for information relating to such visits will be referred to ECPA for action. ECPA will advise hosting directorate and Protocol of any requests/requirements for media availability for the visitors.

**(8) Protective Services Detachment (PSD), ECJ2, and USEUCOM Special Assistant for Security Matters (ECSM) Responsibilities.**

(a) The determination of what additional security measures are required, i.e., an escort vehicle for any off-post travel, must be made by ECSM on a case-by-case basis. The determination will be influenced by the security situation in the Stuttgart area and any special factors associated with the particular DV. The Protocol Office and OPR will be kept informed of any special security arrangements or requirements for DVs.

(b) When notified, PSD will arrange for security requirements necessary for Patch Barracks and other local areas included in the DV itinerary.

(c) When notified the OPR, ECJ2 will advise local counter-intelligence agencies, both German and U.S., of visits and keep ECSM and all other concerned staff agencies informed of security threat assessments.

(d) Notification of local Federal Republic of Germany (FRG) authorities normally will be required only if the DV is prominent in the international scene and ground travel outside Patch Barracks is required. (See References 4.g and 4.h)

12. **Procedures for DV Visits.** Visit procedures are subject to modifications and are frequently tailored to coincide with the desires of the Command Group and the DV. Prior to initiating planning for a visit, the AO should contact the visit Protocol Officer for a briefing on visit procedures. The following procedures will be followed in preparing for all DV visits.

a. **DV Visits.** All DV visits will be broken down into one of three categories:

(1) **No Command Group Involvement** (No CINC, DCINC, or CoS Office Call; CINC, DCINC, or CoS not hosting Bs&Ds; or no CINC, DCINC, or CoS Social function);

(2) **Office Call with CINC, DCINC or CoS** (as the only command group involvement).

(3) **Command Visit.**

b. **Visit Books.** The content of the SSRS visit package (visit book) which must be submitted by the AO will be determined based on the category of the visit. The original copy will continue on in the routing chain to the DCINC's office for his use. The AO will make this determination based on the following guidelines:

(1) **No Command Group Involvement (no visit book required, only the following):**

(a) Initial Visit VFRD for approval

(b) Updated interim Visit VFRD if major change in visit occurs

(c) Updated Visit VFRD (including hosts/escorts/locations for each event) due NLT two business days prior to the week of the event



## **(2) Office Call with the CINC, DCINC or CoS**

- (a) Visitor list
- (b) Current Visit VFRD updated NLT COB two business days prior to visit.
- (c) Schedule of Activities in the EUCOM area of responsibility or interest
- (d) Biographies
- (e) Talking points (include meeting purpose, EUCOM issues to be addressed for each topic, and desired outcome for each issue) NLT COB two business days prior to visit.
- (f) Background/issues papers supporting the talking points and meeting purpose
- (g) Briefing/Lunch Seating Chart (when applicable)

## **(3) Command Visit**

### **Tab A: Visitor Information Section**

- (a) Visitor List
  - (b) Schedule of activities (to include Bs&Ds)
  - (c) Spouses Program (if applicable)
  - (d) Visitor Deconfliction Sheet (SJS will insert current sheet)
  - (e) Briefing attendees/seating\*
  - (f) Dinner attendees/seating\*
  - (g) Lunch attendees/seating\*
  - (h) Biography section
- (\*Note: Items e-g in chronological order).

### **Tab B: Directorate Section**

- (a) Initial Visit VFRD
  - (b) Updated/Approved Visit VFRD
  - (c) Final Briefing Slides\*\*
  - (d) Talking points for CINC, DCINC, and/or CoS office call
  - (e) Background and issue papers to support office calls, specific topics and/or unusual Bs&Ds
  - (f) Itinerary within USEUCOM area of responsibility/interest
- \*\* Only if a non-standard briefing, CINC in attendance, or DV is senior US decision maker (i.e. CJCS, SECDEF, etc.)

### **Tab C: Background Section (Foreign Visitors and Ambassadors only)**

- (a) Demographics
- (b) Economics
- (c) Political Issues
- (d) Background on leadership
- (e) Military situation

**(Admin Note:** For those HQ USEUCOM visits which involve both the CoS and the DCINC, the OPR will furnish the original copy of the visit book to the Command Group for normal review and routing. Once the Assistant CoS has reviewed the original book and any required corrections are made, the directorate will coordinate with the CoS office to provide an additional, corrected copy (including labeled binder and proper tabs--just like the original) for use by the CoS.)

### **c. VFRD and SSRS for DV Visits.**

(1) The Visit VFRD is the medium by which the CoS reviews and approves the visit plan. A Visit VFRD is required for all DVs visiting this Headquarters. An early VFRD is key to a successful visit. Submit as soon as possible to get the CoS guidance and redirection. (See Appendix A for an example, and SM 5-5 for VFRD format)

(2) The Visit Book is the medium that forwards the final visit package to Command Group (CG). An SSRS package is required for all visits with CG involvement. A Visit Book is not required for a visit with no CG involvement. Any CINC, DCINC, or CoS involvement must be pre-coordinated with their respective offices.

**d. Preparation of Visit Book.** A sample of a Visit Book is at Appendix B. Visit books should be coordinated through the protocol officer before submitting to SJS.

**e. Preparation of Schedule of Activities (SOA).** A sample visit SOA is found starting on page B-5 of this order. The visit SOA will clearly identify where the visitors will have their meals, what basis (host or no host), and who will accompany them. Visitors not escorted by the Command Group should be escorted by the director, deputy director, or senior staff member whenever possible. "Go-by" names are important to the Command Group. Ensure you obtain the correct "Go-by" name for every visitor. If at all questionable, provide phonetic pronunciation of names. If visitor requests free time or does not desire HQ USEUCOM support, state this in the schedule. It is also very important to list the dress for each event (ie. Dress: Class A/Business Suit, Casual/Open Collar, etc.).

**f. AO Attendance at Briefings and Discussions and Submission of After Action Reports.** AOs need to attend all briefings/discussions to record significant points raised by the DV (For complicated visits the AO may need to exit the briefing room occasionally. In these cases, the VC or some other OPR member should be designated as note taker). If the AO does not hold an appropriate security clearance, the OPR will appoint another officer to complete this action on any necessary after-action reports as required by Reference (b), ED 5-5. After the DV's visit, the OPR director will determine whether a report should be sent to USCINCEUR. If so, a memorandum recommendation should be forwarded to the CoS for final determination. Should after-action reports be recommended/required, the OPR must forward detailed reports within three working days after the visitor's departure. Normally no reports are required on U.S. military visitors. If no report is prepared, recorded points should be retained at the OPR as a part of the visit file.

**g. Command Group Office Calls.** Often, office calls are scheduled jointly with the DCINC and CoS and should be arranged by the AO directly with both offices. Ambassador visits will include POLAD or Deputy POLAD in the joint office call. Ensure DVs having office calls with the DCINC and/or CoS report on time (this means not earlier than five minutes prior to the office call). It is important the AO coordinates with the Executive Officers concerning the exact number of attendees to the office call (AOs, Aides, assistants, accompanying staff officers, etc. are normally NOT included in office calls. Arrange a "waiting" location for them). The AO will also advise the visitor of the allotted time for the office call. Directors only need to attend office call if invited by the DCINC or CoS.

**h. Biographical Data.** Most biographies can be obtained from the Internet or can be requested from the DV's parent organization. Biographies should be obtained for O-7 and above members of the DV's party. Other biographies are also helpful.

**i. Scheduling of the HCR and ACR/CSC.** The HCR is maintained for briefings and discussions presided over by or presented to the CINC, DCINC, and/or CoS. It may be reserved for other briefings or discussions on a space available basis. Reservations may be made by contacting the Protocol Office (430-4186) for both the HCR and the ACR/CSC. Audio-visual requirements should be identified at the time of scheduling to ensure availability. If a member of the Command Group is presiding, ascertain whether or not the DCINC or CoS want to use their briefing slides and if coffee/tea is required; then advise the conference room coordinator in the protocol office. Coffee and tea services for briefings not being presented to the Command Group can be arranged directly with the CINC's Mess by a bona fide CINC's Mess member. The member's account will be billed accordingly.

**j. DV Quarters Reservations.** DV suites are for the use of General/Flag Officers and their equivalents. Rank has priority followed by PCS-Out, PCS-In, TDY, and leave. O-6/civilian equivalents and E-9s can stay on a space available basis, but are subject to getting bumped. Reservations are made through Protocol (430-4186). Reservations for other party members may be made with the VOQ directly. SM 5-40 sets forth policy concerning assignments of VIP Suites. When military billeting is not available, the AO will make reservations on the local economy. A list of local hotels can be obtained from the VOQ or the Protocol Office.

**k. CINC's Mess.** DVs may eat in the CINC's Mess provided they are escorted by a CINC's Mess member. Notify the CINC's Mess (430-4463) not later than 24 hours in advance. DVs' names, grades, and the name and grade of the mess member escorting the visitors will be required by the CINC's Mess. All visitor meals will be billed to the escorting CINC's Mess member. Should a member desire, he may obtain a bill from the CINC's Mess manager and collect from the visitors. (NOTE: Only visitors in the grade of O-6 select and above or the civilian equivalent may use the CINC's Mess). Requests for exceptions to policy must be submitted to the DCINC's office. The CINC's Mess may be closed for routine meal services when they are supporting official functions.

**l. DV Vehicle Transportation.** Military ground transportation is for official use only. Request forms for VIP Motor Pool support can be obtained via the LAN at MOTOR\_ POOL, or call VIP Motor Pool Section (430-5258). A justification for ground transportation beyond the local area (75 miles) is required. (NOTE: DoD directives prohibit long haul use of government sedans when common carrier service is available unless specific justifiable circumstances preclude the use of common carrier service. Accordingly, directors/staff office chiefs having primary interest in a visit should request visitors plan their schedule of activities for a Stuttgart versus Frankfurt arrival/departure if possible).

**m. Welcome Books.** Welcome books for each member of the visiting party will be prepared by Protocol and will include: general letter of welcome, schedule of activities, dinner and luncheon guest lists, and/or invitations (as appropriate), map of Patch Barracks with a listing of operating hours of primary facilities, pertinent biographies, current HQ USEUCOM mission, and other information deemed appropriate. The schedule of activities must be provided to Protocol by the AO for inclusion in the welcome book.

**n. Verification of DV Arrival Time.** AO should establish contact with the POC at the location prior to visiting Patch Barracks to determine if any anticipated delays (due to weather, etc.) will affect the DV's arrival at HQ USEUCOM. When the DV is using a commercial airline, train, or bus, contact must be made with the commercial establishment. It is imperative that arrival delays be identified as soon as possible. Once an arrival delay has been identified, the AO should check the DV's HQ USEUCOM schedule and resolve any schedule conflicts. The Protocol Office must be informed immediately in those cases where Command Group involvement is affected (e.g., office call, formal luncheon in CINC's Mess, or evening social with DCINC or CoS).

**o. Notification of Receiving Organization/Command of DV's Time of Departure from HQ USEUCOM.** Upon departure of DV from HQ USEUCOM, the AO should contact the next organization/command in DV's European itinerary to inform them of the DV's time of departure from HQ USEUCOM.

**p. Notification of MP Company Concerning Attendance of Local Nationals at Evening Social/Dinner at Patch Barracks in Honor of DV.** AO should forward two copies of final guest list containing local national guests to the Operations NCOIC, Patch Barracks, MP Station, Building 2307, no later than one day prior to the event. A follow-up call should be made to the Main MP Gate (extension 8213) no later than one hour prior to the anticipated arrival of local national guests to verify possession of guest list.

**q. Notification of Stuttgart Army Airfield Flight Operations Protocol.** If a DV is to arrive/depart via Stuttgart Army Airfield (SAAF), AO should notify the HQ USEUCOM Flight Operations Section. Flight Operations Protocol at SAAF will assist in greeting and making the VIP lounge available. Changes in arrival/departure plans must be coordinated with SAAF Protocol (421-4264).

**r. Invitational Travel Orders.** Invitational Travel Orders are required for all non-DoD personnel traveling on USEUCOM military airlift assets. If Invitational Travel Orders are required, AO should submit a request through the DCINC's office. (See Reference SM 30-1 for additional information.)

**s. Airlift Transportation.** If administrative airlift is requested by the DV or recommended, the AO should submit USTRANSCOM Form 41 U.S. Military Airlift Request, to the ECJ3 Flight Operations Branch in accordance with Reference f, SM 30-1 as soon as possible. Keep flight operations informed of any changes to mission requirements as they occur.

**t. Arrival/Departure Helopads.** Stuttgart Army Airfield is our primary helicopter field. Use of Husky Field seriously disrupts community and school activities, and will only be offered/scheduled with the specific approval of the CoS for very senior visitors requiring special security or timing.

**u. SI/SCI Restricted Area Access.** If a DV requires access to SI/SCI information or requires entry to an SI/SCI restricted area, immediately coordinate with the DV's office or parent organization to request SCI clearances on all members in the party be forwarded to SSO USEUCOM. The AO should contact ECJ2/SSO in Building 2302 not later than three working days before arrival to ensure that special access authorization has been received. In the event of non-receipt, ECJ2 will take immediate action to obtain the required special access authorization from the DV's SSO.

**13. Security/Classification of DVs.** Information concerning travel plans and local itineraries of selected individuals may require special handling. The degree of control will vary and is dependent upon the person involved, position, and location(s) to be visited. (See DODR5200.1, EUCOM Sup 1).

a. The central point for information on classification of visits is the HQ USEUCOM Special Assistant for Security Matters, ECSM.

b. As a general rule, the detailed travel plans and schedules of military four-star DVs will be marked FOR OFFICIAL USE ONLY. Civilian equivalents should also be marked FOUO. If the DV occupies a High Risk Personnel (HRP) billet, their detailed itinerary will be marked CONFIDENTIAL.

c. The detailed travel itineraries of General/Flag Officers traveling to or through a high threat area (based on HQ USEUCOM/ECJ2-W(T) threat assessment) will have their travel itineraries classified at a minimum of CONFIDENTIAL.

d. The detailed travel itineraries of all General/Flag Officers (O-9 and below) traveling to or through a medium or low threat area will have their travel itineraries marked "For Official Use Only" and message traffic pertaining to their travel will be transmitted "For Official Use Only."

e. When discussing day-to-day appointments of General/Flag Officers (O-9 and below), the information should be treated as unclassified "For Official Use Only."

f. For those itineraries classified "CONFIDENTIAL," only composite itineraries which contain the detailed itinerary with who, what, when, and where are classified. Separate portions of the itinerary used to coordinate the visit are to be treated as "For Official Use Only."

g. Messages and other publications providing "CONFIDENTIAL" itineraries will contain the following lead paragraph:

"Only a composite itinerary with who, what, when, and where is classified 'CONFIDENTIAL' when associated with a senior official. Separate portions of this itinerary necessary to coordinate the visits may be treated as unclassified 'For Official Use Only' information."

h. If press releases are necessary, they will be fully staffed, taking security considerations into account. Coordinate with ECPA.

i. If appropriate, itineraries will contain the caveat "releasable to local and third country nationals on a need-to-know basis."

j. Itineraries will be marked "NATO releasable," when appropriate.

k. Classification/protection should be terminated upon completion of travel.

14. **Requirements for Briefing Foreign Visitors.** Foreign Visitors to the Headquarters will require special planning well in advance of the visit. The following requirements must be addressed when AOs are working visits of foreign dignitaries:

a. **Translation.** If the visitors do not speak English the briefings presented will have to be translated. The goal is to give the visitors a copy of each briefing in their native language so they can follow along slide by slide.

b. **Translating briefings.** The Marshall Center in Garmisch is a source for getting briefings translated into Russian. The translator in ECJ1 can translate German and French. Therefore, the briefings will need to be provided one week in advance to allow for proper translation. Contact the Protocol office for the proper procedure to obtain translating equipment and translators if required.

c. **Limit use of acronyms.** If acronyms must be used in briefings, they must be spelled out on the translated copy provided to the visitor.

d. **Presenting the briefing.** Briefers need to brief in short data bursts and then pause to allow the translator to translate.

e. **Consider the audience.** When briefing, use simple, straight-forward sentences. Think of the audience and try not to brief complex concepts to which they have not been exposed.

f. **Briefing charts.** Charts will have simple, short bullets or pictures. The majority of charts we use for the US visitors will have to be reworked and simplified for foreign visitors. Use the ECOM slide template (PPT97 template.pot) located on the SJS home page at: [www.eucom.smil.mil/ecjs/templates/PPT97%20template.pot](http://www.eucom.smil.mil/ecjs/templates/PPT97%20template.pot).

g. **Special arrangements.** If special ceremonies are required (honors, etc.), work with Protocol and U.S. Embassy personnel to ensure country flags and other materials are available.

15. **General HCR Rules.** The Headquarters Conference Room runs by the below general standards.

a. Slides should be sent to the HCR account and be in PowerPoint 97. Acetate slides may be used, but please inform HCR coordinator prior to briefing.

b. Briefings should be short and to the point. Stay within your allotted time slot and give some time to answer questions.

c. Action Officer should coordinate/confirm briefer availability prior to Visit VFRD submission.

d. Briefings should reach the HCR account by 1500 the day prior to the briefing. Dry runs, when desired, will be accomplished at 1530 the day prior to the briefing. The HCR staff have duties to perform on the day of the event and don't have time for dry runs on the day of the event. The Action Officer should arrange to have a slide flipper trained the day before the event. The HCR staff do not flip slides.

e. Briefings should be informative and easy to read. Transitions and build effects are not allowed in HCR presentations. Remember KISS (Keep It Simple Silly).

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

MICHAEL A. CANAVAN  
Lieutenant General, USA  
Chief of Staff

SUSAN M. MEYER  
LTC, USA  
Adjutant General

DISTRIBUTION:  
P

<u>APPENDIX</u>	<u>PAGE</u>	
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## Appendix A

### VFRD\*\*\*VFRD\*\*\*VFRD\*\*\*VFRD

**1. (U) Subject:** Country Minister of Defense Visit to HQ USEUCOM. Submitted by LtCol Joe Fletcher, J5-E, 430-4040, 141245L APR 99. CSL#9907164

**2. (U) Reference:**

- a.) 061646Z APR 99 From Amembassy Wherever for DCINC.
- b.) Telecons with CAPT Blanford, OSD Some Task Force, 07/08 APR 99.
- c.) Telecons with USDAO Wherever, 08 APR 99, 13 APR 99.
- d.) CINC approval to invite, SPASAC e-mail 070731 APR 99.

**3 (U) Background:**

- (U) Ref a is a request by U.S. Ambassador Person for a visit to HQ USEUCOM by Country Minister of Defense Vip.

-- (U) Ambassador Person points out that MOD Vip is a “valued, helpful, and critical influence within the Country government.

-- (U) The requested visit to HQ USEUCOM is designed to demonstrate our gratitude for Country support through a bilateral effort.

- (U) OSD Some Task Force (ref b) states that the proposed visit is supported by the Interagency.

-- (U) The visit is consistent with the USG policy of 1) supporting moderate elements in the Country government and 2) rewarding Country for its very considerable cooperation with Operation Something.

- (U) **The CINC has directed that EUCOM support this visit.**

**4. (U) Discussion:**

- (U) USDAO Wherever (ref c) projects a party of six: U.S. Ambassador Person, MOD Vip, Vice Admiral Myname (CHOD), Brig Gen Guy (Chief of Military Intelligence), USDATT LTC (P) Adams, and an interpreter.

- (U) Proposed schedule:

1135 Arrival, honors ceremony
(16 Apr 99) 1140-1200 Office Call with DCINC
1200-1300 Lunch
1300-1600 Briefings and Discussions
1600 Departure

- (U) The U.S. Ambassador and Defense Attaché (ref c) strongly support the MOD's desire to keep the briefings and discussions focused on Country. When briefing topics, such as engagement activities, were suggested, the Ambassador and DATT stated this would detract from/water down the message the U.S. needs to convey to the Countrys. The Ambassador understands the difficulty due to classification and lack of releasability in trying to brief U.S. operations, but felt strongly that EUCOM should try to brief as much as possible, particularly on some topic. The following briefing schedule meets the Ambassador and DATT's request on behalf of the MOD and has been coordinated with ECJ2, ECJ3, and ECJ4:

1300-1315 Opening Remarks, This is EUCOM, LTG Canavan  
1315-1340 EUCOM Perspectives, CDR Richard W. Butler  
1340-1410 Current Operations (Includes Country), CDR Tim Conroy  
1410-1435 Operation JTF, Col David Stringer  
1435-1445 Break  
1445-1510 Country Intelligence Briefing, 1Lt Eric Hauff  
1510-1540 Country Perspectives, Country Briefer  
1540-1600 Discussions

(NOTE: MOD speaks good English, however, the other two Countrys have a limited ability to comprehend English. Some extra time has been allotted to allow for translation (interpreter will simultaneously translate, but briefers should deliver slowly and be prepared for some pauses in order for the interpreter to further explain points, as necessary.)

**5. (U) Recommendation:** CoS approve the proposed schedule.

Classified by: Maj Gen Charles J. Wax,  
Director, ECJX

Reason: xxx

Declassify on: xx Mon xx

(Note: This sample has been declassified).





## Appendix B

### **Admin Notes on Visit SSRS**

A Visit SSRS will contain the following:

- (1) Subject. The subject will contain the following:

**Visit of – Rank/Name/Title of Visitor/Date of Visit/CSL#**

(2) Summary. A one paragraph explanation of the entire package. This paragraph should tell the reader exactly what the package is about. Thus, the summary is the critical component of the SSRS, and it must be clear, concise, and thoughtful.

(3) Discussion. This area is an amplification of the contents of the package. It can include appropriate references and more detailed explanation of the contents. However, attempt to keep the discussion concise and pertinent; it is not necessary to restate what is in each tab, but it is appropriate to refer the reader to the tab for clarity. A list of tabs will be provided at the Table of Contents. The following items must be in every SSRS:

- (a) Purpose of Visit
- (b) Date of Last Visit to USEUCOM
- (c) How long has visitor been in current position?

- (4) Recommendation. This is the area where you recommend CINC/DCINC/CoS action and approval.

## **APPENDIX B**

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#### **Visit of Mr. Ima Vip Country Minister of Defense 16 April 1999**

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3. SPOUSES SCHEDULE OF ACTIVITIES.....	TAB 3
4. VISITORS DECONFLICTION SHEET.....	TAB 4
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6. DINNER GUEST/SEATING CHART.....	TAB 6
7. DINNER MENU.....	TAB 7
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**(NOTE: Not all visitors will require all tabs).**

**VISITOR LIST**  
Visit of  
**Mr. Ima Vip**  
**Country Minister of Defense**  
**16 April 1999**

**GUEST OF HONOR**

Mr. Ima Vip	(Mr. Minister)
“i-Ma VIP”	
Country Minister of Defense	

**OTHER GUESTS:**

Ambassador William Person	(Bill)
U.S. Ambassador to Country	

Vice Admiral Whats Myname	(Huh)
“Wats MY-nAme”	
Chief of the General Staff	

Brigadier General Ivan Guy	(Ivan)
“EE-van guy”	
Chief of Country Intelligence	

Lieutenant Colonel (P) John Adams	(John)
U.S. Defense Attaché	

Captain Switch Languages	(Knute)
NATO Desk Officer, Interpreter	

**(NOTE: The rank/name, “Go-by” name, pronunciation  
if needed, and title are important for all visitors).**

# **SCHEDULE OF ACTIVITIES**

## **Visit of Mr. Ima Vip Country Minister of Defense 16 April 1999**

(Note: Treat the same as itineraries for classification purposes)

### **Friday, 16 April 1999**

1115	Mr. Vip and official party arrives at SAAF. Met by Maj Gen Wax, Director, Plans and Policy Directorate and Major Barch, Protocol Officer. Uniform: Class A.
1115 - 1135	Mr. Vip and Maj Gen Wax proceed via hard car en route to Patch Barracks, EUCom HQs, building 2314. Official party en route via VIP Van escorted by Maj Barch.
1135 - 1140	Arrival ceremony in honor of Mr. Vip in front of EUCom HQs. (Dress: Class A/Business suit).
1140 - 1200	Mr. Vip, Amb Person, VADM Myname, and the interpreter Captain Languages have a joint office call with the DCINC, POLAD, and J5 in the DCINC's Office. (Dress: Class A/Business suit).
1140 - 1200	Brig Gen Guy and Lt Col (P) Adams (DATT) have an office call with the J2 in the J2's Office. (Dress: Class A/Business suit).
1200 - 1300	Luncheon in honor of Mr. Vip in the CINC's Mess hosted by ADM Abbot and Gift Exchanges. Attendees: <div style="margin-left: 400px;">Mr. Vip ADM Abbot Amb Person Amb Chaveas VADM Myname Maj Gen Wax Brig Gen Robinson Brig Gen Guy Lt Col (P) Adams Captain Languages, Interpreter</div>
1255 - 1300	Gift exchange (plaque exchange) and photographs in the CINC's Mess after lunch.
1300 - 1600	Briefings and discussions begin in the HCR. Dress: Class A/Business suit.
1300-1315	Opening Remarks, This is EUCom
1315-1340	The Theater Brief
	ADM Abbot Maj Gen C.J. Wax, J-5

(A-2)

**B-5**

### **Friday, 16 April 1999 cont'd**

1340-1410	Current Operations	Maj Gen Ron Keys, J-3
1410-1435	Operation Running Water	Col David Stringer, J-4
1435-1445	Break	
1445-1510	Country Intelligence Briefing	1Lt Eric Hauff, J-2
1510-1540	Country Perspectives	Country Briefer
1540-1600	Discussions	

1600 - 1630      Mr. Vip en route to SAAF via hard car and official party traveling via VIP vans.  
Escorted by Maj Bartch.

1630              Mr. Vip and official party depart SAAF en route to Country.

**Preparation of Schedule of Activities (SOA).** The visit SOA will clearly identify where the visitors will have their meals, what basis (host or no host), and who will accompany them. Visitors not escorted by the Command Group should be escorted by the director, deputy director, or senior staff member whenever possible. “Go-by” names are important to the Command Group. Ensure you obtain the correct “Go-by” name for every visitor. If at all questionable, provide phonetic pronunciation of names. If visitor requests free time or does not desire HQ USEUCOM support, state this in the schedule. It is also very important to list the dress for each event (ie. Dress: Class A/Business Suit, Casual/Open Collar, etc.).

(A-2-2)

**B-6**

**LADIES SCHEDULE**

**Visit of**

**Mr. Ima Vip**  
**Country Minister of Defense**  
**16 April 1999**

- 1400 Country Minister of Defense Vip, Mrs. Vip, General Clark, Mrs. Clark, and accompanying party arrive Stuttgart Army Airfield. Met by Admiral and Mrs. Abbot and Major Carol Lane, Protocol. (**Dress:** Class A Uniform)
- 1400-1410 Disembark E-4B aircraft and proceed to awaiting ground transportation.
- 1410-1430 Mrs. Vip and party depart via military van to the Child Development Center, Patch Barracks, accompanied by Major Lane (Protocol).  
Van A - Mrs. Janet Vip  
Mrs. Gert Clark  
Mrs. Marjorie Abbot  
Major Carol Lane, USAF
- 1430-1445 Spouses tour Child Development Center and receive briefings on the child care programs available in theater and the home care programs available at EUCOM.  
(Briefers: Mrs. Barbara Sporcic, Child Development Coordinator and Ms. Dawn Poli, Interim Director of the CDC)
- 1445-1450 Spouses walk to the Stuttgart Medical Clinic. Van is on stand-by for inclement weather. Met by COL Bednarczyk, Commander Patch Clinic, Lt Col Kane, ECMD and Major Hurley, TRICARE Europe.
- 1450-1525 Spouses tour facilities and receive TRICARE Europe briefings. The briefing will cover available programs in Europe and specific information on EUCOM's involvement.
- 1525-1530 Spouses are driven via military van to Army Community Services (ACS). Met by Kitty Randall, ACS Officer.
- 1530-1600 Spouses receive briefings on programs available in Europe that are DOD directed along with programs that are family oriented. Briefing will look at the availability of the programs in Europe and EUCOM specific.
- 1600-1630 Spouses depart ACS and tour AAFES facilities (BX, Shoppette, and Linen Store) en route to housing area.
- 1630 Arrive housing area, met by Ms. Ann O'Leary.
- 1630-1705 Spouses tour housing units, buildings 2520 and 2538, focusing on before/after renovation and receive briefing on the future renovation plans of housing.
- 1705-1730 Spouses depart for Hotel Fontana.
- 1730-1930 Leisure time at hotel. RON at hotel

(A-3)  
**B-7**

CURRENT AS OF: \_\_\_\_\_

**(Note: SJS inserts final copy)**

## VISITOR DECONFLICTION SHEET

VISITOR: \_\_\_\_\_

DATE(S) OF VISIT: \_\_\_\_\_

OTHER VISITOR(S) / EVENTS:

DIRECTORS AVAILABILITY/STATUS (TDY/LV) / LOCATION:

ECDC	Y	N	LV	TDY	_____
ECCS	Y	N	LV	TDY	_____
ECJ1	Y	N	LV	TDY	_____
ECJ2	Y	N	LV	TDY	_____
ECJ3 DIR	Y	N	LV	TDY	_____
ECJ3 DDIR	Y	N	LV	TDY	_____
ECJ4	Y	N	LV	TDY	_____
ECJ5 DIR	Y	N	LV	TDY	_____
ECJ5 DDIR	Y	N	LV	TDY	_____
ECJ6	Y	N	LV	TDY	_____
ECPLAD	Y	N	LV	TDY	_____
ECSO	Y	N	LV	TDY	_____
ECRA	Y	N	LV	TDY	_____

(A-4)

B-8

**BRIEFINGS AND DISCUSSIONS ATTENDEES**

**Visit of  
Mr. Ima Vip**



**Country Minister of Defense  
Headquarters Conference Room  
Friday, 1300 hours, 16 April 1998  
Dress: Class A/Business Suit**

**GUEST OF HONOR**

Mr. Ima Vip (Mr. Minister)  
“i-Ma VIP”  
Country Minister of Defense

**OTHER GUESTS:**

Ambassador William Person (Bill)  
U.S. Ambassador to Croatia

Vice Admiral Whats Myname (Huh)  
“Wats MY-nAme”  
Chief of the General Staff

Brigadier General Ivan Guy (Ivan)  
“EE-van guy”  
Chief of Country Intelligence

Lieutenant Colonel (P) John Adams (John)  
U.S. Defense Attaché

Captain Switch Languages (Knute)  
NATO Desk Officer, Interpreter

**EUCOM ATTENDEES**

Admiral Charles S. Abbot (Steve)  
Deputy Commander in Chief  
Headquarters, U.S. European Command

Ambassador Peter R. Chaveas (Peter)  
Political Advisor  
Headquarters, U.S. European Command

Major General Ronald E. Keys, USAF (Ron)  
Director, Operations Directorate (J-3)  
Headquarters, U.S. European Command

(A-5)  
**B-9**

Major General Charles J. Wax, USAF (C.J.)  
Director, Plans and Policy Directorate (J-5)  
Headquarters, U.S. European Command

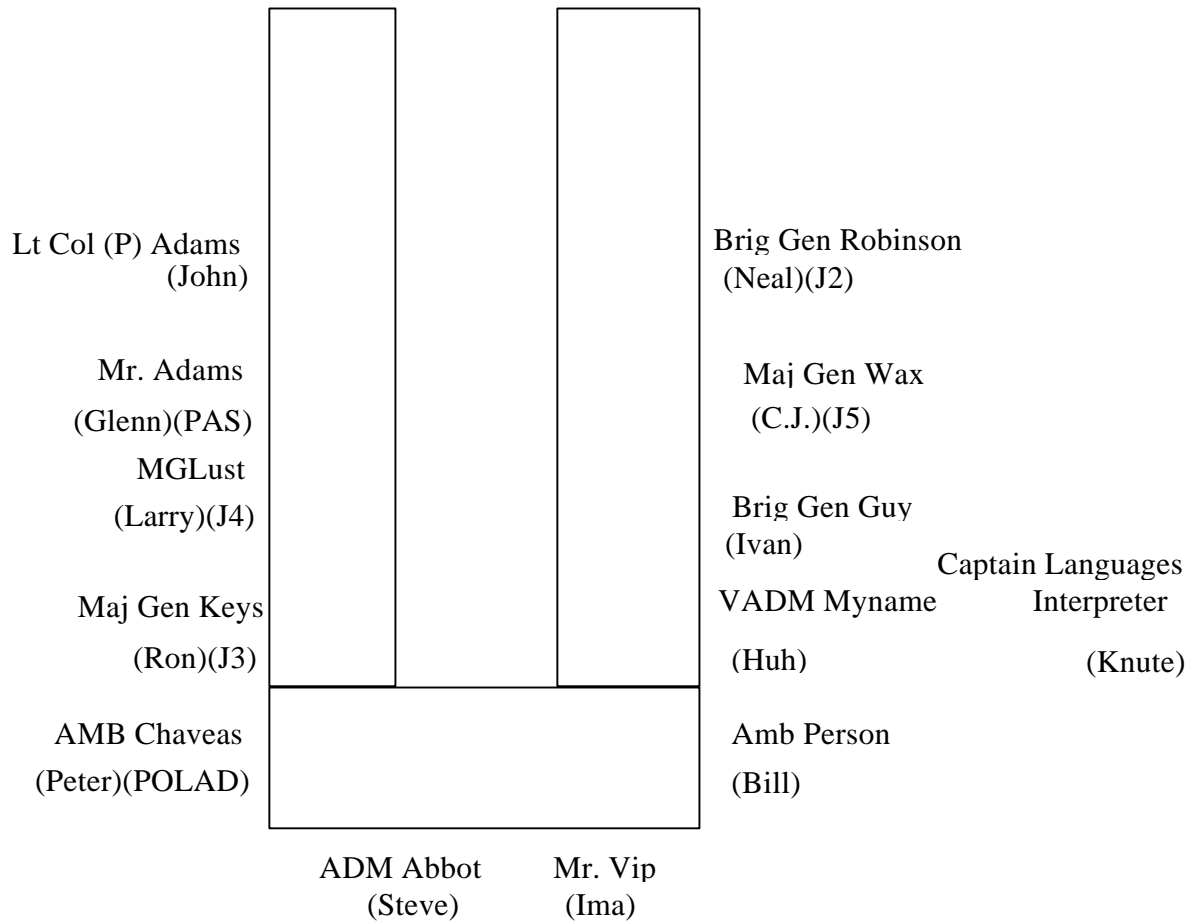
Colonel David Stringer, USAF (Dave)

Deputy Director, Logistics and Security Assistance Directorate, (J4)  
Headquarters, U.S. European Command

Mr. Glenn Adams (Glenn)  
Chief, Plans and Analysis Staff  
Headquarters, U.S. European Command

Brigadier General Neal T. Robinson, USAF (Neal)  
Director, Intelligence Directorate (J2)  
Headquarters, U.S. European Command

Visit of  
 Mr. Ima Vip  
 Country Minister of Defense  
 Friday, 16 April 1999, 1300 Hours  
 Headquarters Conference Room, HQ USEUCOM  
 (Dress: Class A/Business Suit)



(A-5-3)  
 B-11

**GUEST LIST FOR DINNER**  
**In Honor Of**  
**Mr. Ima Vip**  
**Country Minister of Defense**  
**Restaurant Goodeats**  
**1900 Hours, 16 April 1999**

**(Dress: Class A/Business Suit)**

**GUEST OF HONOR**

Mr. Ima Vip (Mr. Minister)  
“i-Ma VIP”  
Country Minister of Defense

**OTHER GUESTS:**

Ambassador William Person (Bill)  
U.S. Ambassador to Country

Vice Admiral Whats Myname (Huh)  
Chief of the General Staff

Brigadier General Ivan Guy (Ivan)  
Chief of Country Intelligence

Lieutenant Colonel (P) John Adams (John)  
U.S. Defense Attaché

Captain Switch Languages (Knute)  
NATO Desk Officer, Interpreter

**EUCOM ATTENDEES**

Admiral Charles S. Abbot, USN (Steve)  
Deputy Commander in Chief

Ambassador Peter R. Chaveas (Peter)  
Political Advisor

Major General Charles J. Wax, USAF (C.J.)  
Director, Plans and Policy Directorate (J-5)

Brigadier General Neal T. Robinson (Neal)  
Director, Intelligence Directorate

(A-6)

B-12

**Dinner Seating Plan**

**in Honor of**

**Mr. Ima Vip**

**Country Minister of Defense**

**Friday, 16 April 1998, 1900 Hours**

**Restaurant Goodeats**

**(Dress: Class A/Business suit)**

Door

(A-6-2)

**B-13**

**MENU FOR DINNER**  
**In Honor Of**  
**Mr. Ima Vip**  
**Country Minister of Defense**  
**Restaurant Goodeats, Vaihingen, Germany**  
**1900 Hours, 16 April 1999**  
**(Dress: Sports Coat and Tie)**

*Carpaccio of Salmon in Botarga Vinaigrette  
with Gratinated Green Asparagus*

*Roast Beef Tenderloin on Pepper Sauce  
Fresh Vegetables and Gratinated Potatoes*

*Strawberry-Kiwi Salad with Spumante Sorbet*

(A-7)

**B-14**

**GUEST LIST FOR LUNCH**

**In Honor Of**

**Mr. Ima Vip**

**Country Minister of Defense**

**CINC's Mess**

**1200 Hours, 16 April 1999**

**(Dress: Class A/Business Suit)**

**GUEST OF HONOR**

Mr. Ima Vip	(Mr. Minister)
“i-Ma VIP”	
Country Minister of Defense	

**OTHER GUESTS:**

Ambassador William Person	(Bill)
U.S. Ambassador to Country	

Vice Admiral Whats Myname	(Huh)
Chief of the General Staff	

Brigadier General Ivan Guy	(Ivan)
Chief of Country Intelligence	

Lieutenant Colonel (P) John Adams	(John)
U.S. Defense Attaché	

Captain Switch Languages	(Knute)
NATO Desk Officer, Interpreter	

**EUCOM ATTENDEES**

Admiral Charles S. Abbot, USN	(Steve)
Deputy Commander in Chief	

Ambassador Peter R. Chaveas	(Peter)
Political Advisor	

Major General Charles J. Wax, USAF	(C.J.)
Director, Plans and Policy Directorate (J-5)	

Brigadier General Neal T. Robinson	(Neal)
Director, Intelligence Directorate	

(A-8)

B-15

**Lunch Seating Plan**  
**in Honor of**  
**Mr. Ima Vip**  
**Country Minister of Defense**  
**Friday, 16 April 1998, 1200 Hours**  
**CINC's Mess**  
**(Dress: Class A/Business suit)**

Door

## **GEN Wesley K. Clark USA**

---

General Wesley K. Clark, U.S. Army, became the Commander in Chief of the United States European Command on 11 July 1997. He is also the Supreme Allied Commander Europe. General Clark's last assignment was as Commander in Chief of the United States Southern Command, Panama, from June 1996 to July 1997, where he commanded all U.S. forces and was responsible for the direction of most U.S. military activities and interests in Latin America and the Caribbean. His previous assignment was as the Director, Strategic Plans and Policy, J5, the Joint Staff (April 1994-June 1996) where he was the staff officer responsible for world-wide politico-military affairs and U.S. military strategic planning. He also led the military negotiations for the Bosnian Peace Accords at Dayton.



General Clark is an Armor Officer who has commanded at every level from Company to Division. As the Commander 1st Cavalry Division, Fort Hood, Texas (August 1992-April 1994), he transitioned the Division into a rapidly deployable force and conducted three emergency deployments to Kuwait. During the Cold War, he commanded the 3rd Brigade, 4th Infantry Division (April 1986-March 1988), and the 1st Battalion, 77th Armor, 4th Infantry Division (February 1980-June 1982) at Fort Carson, Colorado. General Clark has also commanded three companies, to include a mechanized infantry company in combat in Vietnam.

General Clark spent 5 years training leaders and soldiers at the National Training Center (NTC), Fort Irwin, California, and with the Battle Command Training Program (BCTP). As the Commander of National Training Center (October 1989-October 1991), General Clark helped train many of the forces that subsequently saw combat operations in Desert Storm. During this time period, he developed new training methodologies for Division and Corps level training, helping to train 13 Divisions, and he conducted the first ever Corps level BCTP training exercise. In his first assignment at the National Training Center, as Commander Operations Group(August 1984-January 1986), he revised the overall training program by improving scenarios, enhancing After Action Reports, and developing the first Brigade-level training exercise and the first heavy-light rotations. In addition to his work on the Joint Staff, his other major staff assignments have included service as Deputy Chief of Staff for Concepts, Doctrine and Developments, U.S. Army Training and Doctrine Command, Fort Monroe, Virginia (October 1991-August 1992), Chief of the Army's Study Group, Office of the Chief of Staff of the Army, Washington, DC (October 1983-July 1984); Chief, Plans Integration Division, Office of the Deputy Chief of Staff for Operations and Plans, United States Army, Washington, DC (July 1983-September 1983).

General Clark is a 1966 graduate of the United States Military Academy at West Point, New York, where he graduated first in his class. He holds a master's degree in Philosophy, Politics and Economics from Oxford University where he studied as a Rhodes Scholar (August 1966-August 1968). He is a graduate of the National War College, Command and General Staff College, Armor Officer Advanced and Basic Courses, and Ranger and Airborne schools. General Clark was a White House Fellow in 1975-1976 and served as a Special Assistant to the Director of the Office of Management and Budget. He has also served as an instructor and later Assistant Professor of Social Science at the United States Military Academy.

Among his military decorations are the Defense Distinguished Service Medal (two awards), Distinguished Service Medal, Silver Star, Legion of Merit (four awards), Bronze Star Medal (two awards), Purple Heart, Meritorious Service Medal (two awards), and the Army Commendation Medal (two awards).

General Clark grew up in Little Rock, Arkansas. He is married to the former Gertrude Kingston of Brooklyn, New York. He and his wife have one son, Wesley, who lives in California.

**(Note:** Put your DV's biographies in this section. Biographies are not needed for O-6 and below, however, they are helpful).

(A-9)

**B-17**

## **HOTEL ROOM INFORMATION**

**In Honor Of**

**Mr. Ima Vip**

**Country Minister of Defense**

**16 April 1999**

**Dorint-Fontana Hotel, Vaihingen, Germany**

### **NAME**

### **ROOM NUMBER**

Mr. Ima Vip  
"i-Ma VIP"

603

Country Minister of Defense

Ambassador William Person 602  
U.S. Ambassador to Country

Vice Admiral Whats Myname 601  
Chief of the General Staff

Brigadier General Ivan Guy 604  
Chief of Country Intelligence

Lieutenant Colonel (P) John Adams 605  
U.S. Defense Attaché

Captain Switch Languages 606  
NATO Desk Officer, Interpreter

**CHECK IN:** 1145, 16 Apr 99

**CHECK OUT:** 1000, 17 Apr 99

**TRANSPORTATION PLAN**  
**Mr. Vip**  
**Country Minister of Defense**  
**16 April 1999**

Friday, 16 April 1999

0945	<b>Van A</b> (11 pax) and <b>Van B</b> (6 pax) depart VIP Motor Pool (MP) with Maj Bartch en route to Stuttgart Army Airfield (SAAF). ( <b>Dress:</b> Class A).
1105 - 1130	<b>Vans A and B</b> en route to Patch Barracks, building 2314.
1630 - 1700	<b>Vans A and B</b> en route to SAAF.
1700 - 1730	<b>Vans A and B</b> en route to Patch MP-End of Mission.

**Sequence of Events  
for the Arrival Ceremony of  
Mr. Vip  
Country Minister of Defense  
16 April 1999**

**1115** Band, Honor Guard, and Color Guard in place. Color Guard positioned in front of Band. Color Guard Commander centers on the red carpet (see attached diagram). The Color Guard will be carrying the following flags: U.S. National Colors, Country National Colors, Services Colors, and USEUCOM Colors.

Honor Guard positioned (see attached diagram).

**1135** PSD hard car with Mr. Vip and Maj Gen Wax arrives in front of USEUCOM Headquarters, Building 2314. Mr. Vip exits the car and is met by ADM Abbot.

Mr. Vip and ADM Abbot take their positions at the end of the red carpet.

The Band will separately come to the position of “Raised Instruments” on the command “Present Arms”.

When the Band is at position of raised instruments, Mr. Vip and ADM Abbot march down the red carpet towards the color guard positioned at the entrance of building 2314.

At the end of the carpet (immediately in front of the Color Guard), Mr. Vip and ADM Abbot halt.

The Band begins to play appropriate music (Ruffles and Flourishes) as the Color Guard comes to “Present Arms”.

Mr. Vip and ADM Abbot salute on the first note of music (Ruffles and Flourishes).

The band plays the visiting country’s national anthem followed by the United States National Anthem.

Mr. Vip and ADM Abbot drop their salutes, and ADM Abbot accompanies Mr. Vip into the front entrance of HQ EUCOM, Building 2314.

**Inclement Weather Plan:** In case of inclement weather, Honor Guard and Color Guard will post under the HQ EUCOM awning, building 2314. PSD hard car will arrive in front of HQ EUCOM, building 2314. Mr. Vip will exit the car and is met by ADM Abbot. Mr. Vip and ADM Abbot position themselves in front of the color guard (at “present arms”) salute, drop salute, and ADM Abbot accompanies Mr. Vip into the front entrance of HQ EUCOM, Building 2314.

(A-12)

**B-20**



# Arrival Ceremony for the Visit of Mr. Vip Country Minister of Defense

Building 2314, HQ



## Legend



= Honor



= Joint Color

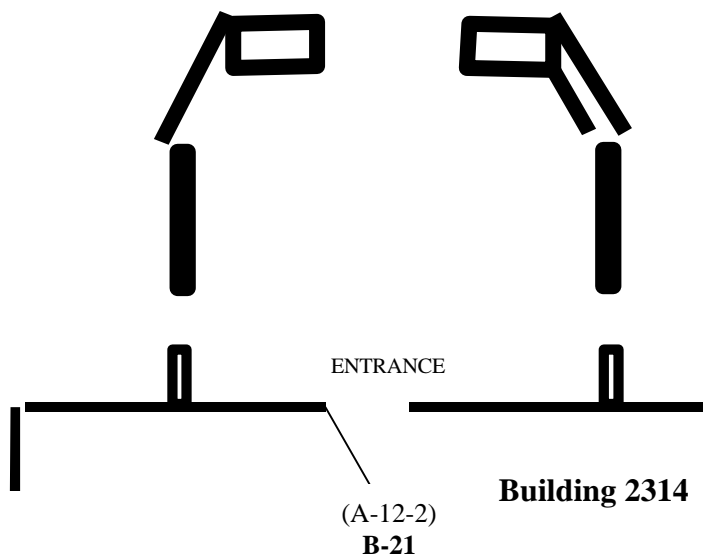
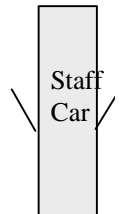


Viewing Area

B  
A  
N  
D



Mr Vip  
ADM Abbot



**CONVENIENCE ROOMS**  
**Visit of**  
**Mr. Vip**  
**Country Minister of Defense**  
**16 April 1999**

<u><b>NAME</b></u>	<u><b>CONVENIENCE ROOM</b></u>
Mr. Ima Vip “i-Ma VIP” Country Minister of Defense	DCINC’s office
Ambassador William Person U.S. Ambassador to Country	CoS office
Vice Admiral Whats Myname Chief of the General Staff	POLAD’s office
Brigadier General Ivan Guy Chief of Country Intelligence	Deputy POLAD’s office

(Note: Assigned Protocol Officer will arrange for convenience rooms if necessary).

## **APPENDIX B**

**UNCLAS**

**TAB B**

### **TABLE OF CONTENTS DIRECTORATE SECTION**

**Visit of  
Mr. Ima Vip  
Country Minister of Defense  
16 April 1999**

INITIAL VFRD WITH BRIEFING TOPICS (U)	B-1
REVISED VFRD (U)	B-2
BRIEFING TOPICS AND SLIDES:	
This is EUCOM (U)	B-3
The Theater Brief (U)	B-4
Current Operations (U)	B-5
Operation JTF (U)	B-6
Country Intelligence Briefing (U)	B-7
Country Perspectives	(no slides available, Country will brief)
TALKING POINTS FOR OFFICE CALL (U)	B-8
BACKGROUND PAPERS AND ISSUE PAPERS	
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**UNCLAS**

**(B-0)**

**B-23**

**1. (U) Subject:** Proposed Country MOD Vip Visit to HQ USEUCOM. Submitted by Lt Col William P. Barry, J5-E, 430-4040, 081800L APR 99. CSL#9907164

**2. (U) Reference:**

- a.) 061646Z APR 99 From Amembassy Wherever for DCINC.
- b.) Telecons with CAPT Blanford, OSD Some Task Force, 07/08 APR 99.
- c.) Telecons with USDAO Wherever, 08 APR 99.
- d.) CINC approval to invite, SPASAC e-mail 070731 APR 99.

**3 (U) Background:**

- (U) Ref a is a request by U.S. Ambassador Person for a visit to HQ USEUCOM by Country Minister of Defense Vip.
  - (U) Ambassador Person points out that MOD Vip is a “valued, helpful, and critical influence within the Country government
  - (U) SACEUR was slated to visit MOD Vip in Wherever on 1 APR 99. This trip was cancelled due to OPERATION Something.
  - (U) The requested visit to HQ USEUCOM is designed to achieve Country support through a bilateral effort.
- (U) OSD Some Task Force (ref b) states that the proposed visit is supported by the Interagency.
  - (U) The visit is consistent with the USG policy of 1) supporting moderate elements in the Country government and 2) rewarding Country for its very considerable cooperation with Operation Something.
- (U) The current pace of operations and scheduling difficulties make 15 and/or 16 APR 99 the first available dates.

**4. (U) Discussion:**

- (U) USDAO Wherever (ref c) projects a party of six: U.S. Ambassador Person, MOD Vip, 3 Country military assistants/staff, and USDATT LTC (P) Adams.
  - (U) AMEmbassy Wherever requests EUCOM airlift support for this visit.
- (U) Proposed schedule includes an office call with the DCINC, lunch with DCINC and available Directors, and briefings and discussions in the Headquarters Conference Room.  
Tentative Schedule: (15 or 16 Apr 99)
  - 1130 Arrive HQ USEUCOM (Honors Ceremony - TBD)
  - 1140 Office call DCINC
  - 1210 Lunch in CINC's Mess
  - 1330 Bs & Ds (EUCOM Perspectives, Theater Update, Operation Something Briefing, Operation JTF Briefing, Country Intelligence Briefing).
  - 1630 Depart HQ USEUCOM for SAAF

**5. (U) Recommendation:** CoS approve the proposed schedule and mil-air request.

Classified by: Maj Gen Charles J. Wax,  
Director, ECJ5  
Reason: xxx  
Declassify on: xx Mon xx

(B-1)  
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**1. (U) Subject:** Country Minister of Defense Visit to HQ USEUCOM. Submitted by Lt Col Joe Fletcher, J5-E, 430-4040, 141245L APR 99. CSL # 9907164

**2. (U) Reference:**

- a.) 061646Z APR 99 From Amembassy Wherever for DCINC.
- b.) Telecons with CAPT Blanford, OSD Some Task Force, 07/08 APR 99.
- c.) Telecons with USDAO Wherever, 08 APR 99, 13 APR 99.
- d.) CINC approval to invite, SPASAC e-mail 070731APR 99

**3 (U) Background:**

- (U) Ref a is a request by U.S. Ambassador Person for a visit to HQ USEUCOM by Country Minister of Defense Vip.
  - (U) Ambassador Person points out that MOD Vip is a “valued, helpful, and critical influence within the Country government.
  - (U) The requested visit to HQ USEUCOM is designed to demonstrate our gratitude for Country support through a bilateral effort.
- (U) OSD Some Task Force (ref b) states that the proposed visit is supported by the Interagency.
  - (U) The visit is consistent with the USG policy of 1) supporting moderate elements in the Country government and 2) rewarding Country for its very considerable cooperation with Operation Something.
- (U) **The CINC has directed that EUCOM support this visit.**

**4. (U) Discussion:**

- (U) USDAO Wherever (ref c) projects a party of six: U.S. Ambassador Person, MOD Vip, Vice Admiral Myname (CHOD), Brig Gen Guy (Chief of Military Intelligence), USDATT LTC (P) Adams, and an interpreter.
- (U) Proposed schedule:
  - (16 Apr 99) 1135 Arrival, honors ceremony
  - 1140-1200 Office Call with DCINC
  - 1200-1300 Lunch
  - 1300-1600 Briefings and Discussions
  - 1600 Departure
- (U) The U.S. Ambassador and Defense Attaché (ref c) strongly support the MOD's desire to keep the briefings and discussions focused on Country. When briefing topics, such as engagement activities, were suggested, the Ambassador and DATT stated this would detract from/water down the message the U.S. needs to convey to the Countrys. The Ambassador understands the difficulty due to classification and lack of releasability in trying to brief U.S. operations, but felt strongly that EUCOM should try to brief as much as possible, particularly on some topic. The following briefing schedule meets the Ambassador and DATT's request on behalf of the MOD and has been coordinated with ECJ2, ECJ3, and ECJ4:

1300-1315	Opening Remarks, This is EUCOM, LTG Canavan
1315-1340	EUCOM Perspectives, CDR Richard W. Butler
1340-1410	Current Operations (Includes Country), CDR Tim Conroy
1410-1435	Operation JTF, Col David Stringer
1435-1445	Break

(B-2)  
B-25

1445-1510	Country Intelligence Briefing, 1Lt Eric Hauff
1510-1540	Country Perspectives, Country Briefer
1540-1600	Discussions

(NOTE: MOD speaks good English, however, the other two Countrys have a limited ability to comprehend English. Some extra time has been allotted to allow for translation (interpreter will simultaneously translate, but briefers should deliver slowly and be prepared for some pauses in order for the interpreter to further explain points, as necessary.)

**5. (U) Recommendation:** CoS approve the proposed schedule.

Classified by: Maj Gen Charles J. Wax,  
Director, ECJX

Reason: xxx

Declassify on: xx Mon xx

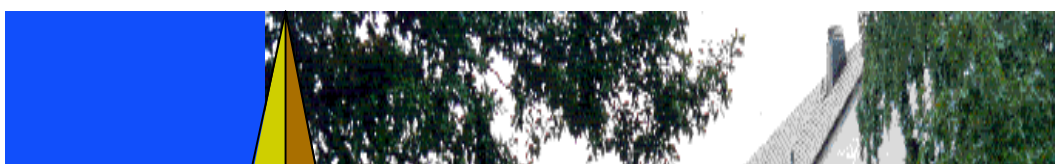
(Note: This sample has been declassified).

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**UNCLASSIFIED**

# **U.S. EUROPEAN COMMAND**



# UNCLAS

Lt Col William Barry  
ECJ5, 13 APR 1999

APPROVED BY: ECJ5-E

## Country MOD Vip Visit Talking Points

- **Overall Themes for the Visit** (per Amembassy Wherever)
  - Thank Country, especially MOD Vip personally, for understanding and support during operations.
  - “Prime” Country for further cooperation.
- **Specific Additional Points to be emphasized:**
  - *Country has made valuable contributions to Operation JTF through:*
    - Granting use of airspace
    - Providing valuable data (through helping to answer specific requests for information as well as daily briefings to U.S.)
- **Other Issues Likely to be Raised by MOD Vip and his Party:**
  - PfP Membership
    - (Background: PfP membership is the “Holy Grail” for the Country leadership. Acceptance as a member in good standing of Euro-Atlantic institutions is the central goal of Country foreign policy. There has been limited success with this U.S. effort. Country Foreign Minister Doright stated on 10 April that NATO is treating Country “as if we were already members of” PfP.)
    - *In spring 1998 the U.S. government laid out its prerequisites for consenting to Country entry into PfP. The U.S. “roadmap to PfP” states that Country must improve its performance in three areas:*
      - *reconciliation*
      - *implementation of the Agreements, and*
      - *democratization.*
    - *While the U.S. appreciates the extensive military and political cooperation demonstrated by Country, the USG position on PfP membership is based on a serious commitment to stability in southeastern Europe. The USG has noted Country’s progress in some areas, but any change in the U.S. position will be based on demonstrated progress on the “Roadmap.”*
    - *Moreover, the U.S. is but one of the 19 members of NATO. Any decision to admit Country to the PfP program will require the consent of all members of the alliance. A change of the USG position does not guarantee Country entry into PfP.*
  - Presidential Determination
    - (Background: The Countrys have wanted a Presidential Determination (PD) allowing the transfer of U.S. defense articles and services. President Clinton signed the PD late on 8 April 1999. SECSTATE says that this action “was intended to recognize and reinforce the significant reforms instituted by Minister of Defense Vip.)

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UNCLAS

Security Assistance and JCTP

- (Background: The U.S. established a Security Assistance program with Country in 1995. This program has been limited to IMET, humanitarian assistance, and direct commercial sales due to the lack of a Presidential Determination. (see above) The JCTP program was established in 1996 and has been a very active program, with full participation by the State Partner, Minnesota.)
- Country should take pride in its prudent husbanding of security assistance and JCTP assets. By paying travel and living expenses Country is able to make the most effective use of limited resources. Few countries take such a pro-active approach.
- Senior Service School Slots
  - (Background: Country did not get a Senior Service School slot for Fall 1999. At the request of U.S. Ambassador Person, EUCOM has requested a “fall-out” Senior Service School slot for Country. As yet, no slots have become available for next academic year. Unlike most countries Country has two officers in Senior Service School (Air War College and ICAF) this academic year.)
  - *As Ambassador Person has told the Minister, EUCOM is committed to giving Country an additional Senior Service School slot for the next academic year should one become available. Unfortunately, such resources are extremely limited and there is no guarantee that EUCOM will get a “fall out” slot. The U.S. recognizes the value of such education to a country like Country that is trying to build an effective peacetime military.*
- Country Elections
  - (Background: Parliamentary elections are currently scheduled for late 1999. At present the ruling PARTY faces an uphill election battle due to widespread dissatisfaction with the economy and alleged political corruption. Western analysts expect the PARTY to follow its usual unscrupulous tactics in an attempt to steal the election. MOD Vip is a member of the PARTY. Unlike many of his military peers, he limited his participation in the PARTY when he was in uniform. Amembassy Wherever considers MOD Vip to be pro-Western moderate whose successful leadership as Minister is winning him increased influence with President Inoffice.)
  - *The upcoming parliamentary elections are an opportunity for the PARTY to demonstrate its maturity and commitment to democratic principles.*
- Border Issues
  - (Background: Country still has a number of outstanding border disputes with Country2, Country3, and Country4. The disputed area is under the observation of a UN military mission. The current mission mandate has been extended another six months to 15 July 1999.)
  - *The USG looks forward to the peaceful and successful resolution of Country’s border disputes. Country’s restraint in response to the crisis in Country2 has been an important factor in preventing the spread of the conflict.*
- President Inoffice
  - *No suggested points.*

Standard Classified by line should be put here as required.

(B-4-2)  
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UNCLAS

## US-Country Military Activities Fact Sheet

### *Security Assistance (SA)*

- Security Assistance (SA) Program began in FY95. The current Security Assistance Officer, MAJ Wheaton, arrived in country in Jun 97.
- Country was granted a Presidential Determination that will make it eligible for FMS on 8 April 1999. No FMS cases have been started as of 13 April 1999.
- Direct commercial sales are growing rapidly. Export licenses worth \$121K granted in FY 97; over \$250K in FY98. Purchases focus on high-technology equipment.
- Previous procurement priorities: English language training, NCO professional development, defense resource management, interoperability.

### *International Military Educational Training (IMET)*

- Program Year (PY) 97 - 38 students to US  
PY98 – 55 students to US  
PY99 – 55 students to US (projected)
- Funding: FY95 - \$100K, FY97 - \$319K, FY98 - \$425K, FY99 - \$425K, FY00 - \$600K
- AY98/99: Senior Service School: 1 Air War College, 1 ICAF
- Training Priorities: English Language, branch and professional military education courses.
- Unlike most countries Country pays travel and living expense costs associated with IMET training; thus maximizing use of U.S. funding.

### *PfP Exercise Participation*

- Country would like to join the Partnership for Peace program, but has not been allowed to do so because of failure to fully abide by the Dayton peace agreement. As a non-member, Country is not allowed to participate in PfP events.

### *Joint Contact Team Program (JCTP)*

- Military Liaison Team established in Sep 96; over 153 events completed to date.
- FY99 Focus areas: Personnel Management and Professional Development, Defense Policy Planning Process, Defense Resource Management, Development and Implementation of a C4I System, Force Planning and Modernization, Civil/Military Relations, Quality of Life for Personnel.
- 72 events scheduled for FY99.
- Country contributes its own resources to supplement JCTP funded events (~\$300K/year)
- State partner: Minnesota

### *Marshall Center*

- Allotted 2 seats each class
- Number completed:  
FY97 – 6  
FY98 – 8

(B-5)

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### *Excess Defense*

- With the new Presidential Determination Country is now eligible to purchase EDA at

*Articles (EDA)* reduced cost through the Foreign Military Sales program.

*Humanitarian Assistance (HAP)*

- FY97: U.S. provided \$496.1K, which included 7 containers of miscellaneous medical supplies, school supplies, and furniture
- FY98: No requests
- FY99: \$10K in transportation costs for food to the Caritas charity

*Joint/Combined Exercise Program*

- Bilateral Training conducted by U.S. special operations forces (SOF).
- Country is not a participant in this program.

*Non-DOD Programs*

- Military Professional Resources Incorporated (MPRI) began training operations in Country in 1995 under direct contract to the Country government. Their programs have focused on long-range plans and democratic transition.

**TALKING POINTS**  
**Ambassador Person (Wherever)**

1. (U) SUBJ: Senior Service Schools and Country Talking Points. Submitted by: CDR Precht, 430-4040.
2. (U) REF: AMEMBASSY WHEREVER P4 message DTG 171639Z NOV 98, Subj: "SENIOR SERVICE SCHOOLS AND COUNTRY."
3. (U) Talking Points:

- **I have received your request for one or more FY99 slots in the U.S. military's Senior Service Schools.**

Discussion: Each year the Chairman JCS and Service Chiefs issue invitations to selected countries to attend their Senior Service Schools. Although the unified commands are canvassed and provide recommendations, ultimately the Chairman JCS and the individual Service Chiefs determine the final selection of countries invited to their respective Senior Service Schools.

- **HQ USEUCOM recommendations for Senior Service School slots were forwarded to the Joint Staff and the Service Chiefs in July of this year.**

Discussion: Security Assistance eligible countries request Senior Service School seats in their training plans submitted in April each year to HQ USEUCOM. HQ USEUCOM prepares a priority list for each Senior Service School using such factors as Theater Security Planning System priorities, the last time a country attended a Senior Service School, the number of Senior Service Schools a country is requesting, etc. This priority list is then transmitted in July of each year to the Joint Staff and each military department. The Joint Staff and MILDEPS announce their selections November or December each year. *The Navy and Air Force have already announced the countries they have invited for FY99. Announcement of the Joint Staff and Army invitations are expected shortly.*

- **Country was included in the prioritized recommendations forwarded from HQ USEUCOM earlier this year for Senior Service School consideration. Regretfully, informal staff coordination indicates Country is not slated to receive an invitation to a FY99 Senior Service School. However, I will recommend to the Service Chiefs that Country be considered for any seat that might become available later this year due to a last minute cancellation.**

Discussion: Already this year Country3 was allocated one HQ USEUCOM Senior Service School slot which Country2 was unable to fill. Utilizing the prioritization policy guidance developed under the Theater Strategic Planning System, HQ USEUCOM recommended this slot be offered to Country3. This prioritization policy guidance is developed annually for each country in the AOR based on the country's requirement and capacity to utilize the resource. In this particular case, Country3 was prioritized higher than Country and was allocated the slot. As point of fact, Country has two individuals currently attending the National Defense University and the Air War College whose slots were "fallout" slots from FY98 activity.

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ITINERARY WITHIN USEUCOM AOR/AOI

(Note: If the visitor is visiting other places within the USEUCOM Area of Responsibility/Area of Interest, their entire itinerary will go here).

(Note: This can be omitted if they are only coming to HQ EUCOM and leaving the AOR/AOI).



**APPENDIX B**

**TAB C  
BACKGROUND SECTION**

(NOTE: THIS TAB IS FOR FOREIGN VISITORS ONLY)

**VISIT OF  
Mr. Ima Vip  
Country Minister of Defense  
16 April 1999**

1. DEMOGRAPHICS INFORMATION (ECJ2 Coordinate)
2. ECONOMIC INFORMATION
3. POLITICAL ISSUES
4. BACKGROUND ON LEADERSHIP
5. MILITARY SITUATION

(NOTE: THIS IS AN EXAMPLE ONLY. TAILOR YOUR PACKAGE TO THE NEEDS OF YOUR VISIT. SEE SM 5-5 FOR FURTHER INFORMATION).

## BACKGROUND SECTION

(Note: A small map of the country is helpful and could be placed on the top. Maps can be found on the internet).

### Country

## GEOGRAPHY

### Location:

### Area:

*total area:*

*land area:*

*comparative area: (example: slightly larger than Alabama)*

### Land boundaries:

### Coastline:

### Maritime claims:

*contiguous zone:*

*territorial sea:*

### International disputes:

### Climate:

### Terrain:

### Natural resources:

### Land use:

### Irrigated land:

### Environment:

## PEOPLE

### Population: (Month/Year of estimate)

(C-1)  
B-35

### Age structure:

0-14 years: xx% (female: xx,xxx; male xx,xxx)

15-64 years:

65 years and over: (Month/Year of estimate)

**Population growth rate:**

**Birth rate:**

**Death rate:**

**Net migration rate:**

**Infant mortality rate:**

**Life expectancy at birth:**

**Total fertility rate:**

**Nationality:**

*noun: Countrian(s)*

*adjective: Countrian*

**Ethnic divisions:**

**Religions:**

**Languages:**

**Literacy:**

**Labor force:**

## **GOVERNMENT**

**Names:**

*conventional long form:*

*conventional short form:*

*local long form:*

*local short form:*

**Digraph:**

**Type:**

(C-1-2)

**B-36**

**Capital:**

**Administrative divisions:** (governorates, states, counties, etc.)

**Independence:**

**National holiday:**

**Constitution:**

**Legal system:**

**Suffrage:**

**Executive branch:**

**Legislative branch:**

**Judicial branch:**

**Political parties and leaders:**

**Other political or pressure groups:**

**Member of:**

**Diplomatic representation in US:**

**US diplomatic representation:**

**Flag:**

## **ECONOMY**

**Overview:**

**National product:**

**National product real growth rate:**

**National product per capita:**

**Inflation rate (consumer prices):**

**Unemployment rate:**

(C-1-3)

**B-37**

**Budget:**

*revenues:*

*expenditures:*

**Exports:***commodities:**partners:***External debt:****Industrial production:****Electricity:***capacity:**production:**consumption per capita:***Industries:****Agriculture:****Economic aid:***recipient:***Currency:****Exchange rates:****Fiscal year:** (ex: calendar year)**TRANSPORTATION****Railroads:***total:**standard gauge:**narrow gauge:**dual gauge:***Highways:***total:**paved:**unpaved:***Pipelines:****Ports:**

(C-1-4)

**B-38****Merchant marine:***total:**ships by type:*

**Airports:**

*total:*

*with paved runways over 3,047m:*

*with paved runways 2,438-3,047m:*

*with paved runways 1,524-2,437m:*

*with paved runways 914-1,523m:*

*with paved runways under 914m:*

*with unpaved runways 1,524-2,438m:*

*with unpaved runways 914-1,523m:*

## **COMMUNICATIONS**

**Telephone system:**

*local:*

*intercity:*

*international:*

**Radio:**

*broadcast stations:*

*radios:*

**Television:**

*broadcast stations:*

*radios:*

## **DEFENSE FORCES**

**Branches:****Manpower availability:****Defense expenditures:**

(C-1-5)

**B-39**

**APPENDIX C**

**DISTINGUISHED VISITOR CHECKLIST**

Visitor \_\_\_\_\_ Dates \_\_\_\_\_

Title \_\_\_\_\_

Visitor POC \_\_\_\_\_ Phone \_\_\_\_\_

FAX # Class \_\_\_\_\_ Uncl \_\_\_\_\_

OPR \_\_\_\_\_ Visit Coord and AO \_\_\_\_\_

Phone \_\_\_\_\_

Hosting Gen/Flag Officer \_\_\_\_\_

Other POCs \_\_\_\_\_ Phone \_\_\_\_\_

\_\_\_\_\_ Phone \_\_\_\_\_

\_\_\_\_\_ Copy of OPR Tasking Letter.

\_\_\_\_\_ Pull previous visit folder. \_\_\_\_\_ Dates of previous visits.

\_\_\_\_\_ Name pronunciation \_\_\_\_\_ Nickname \_\_\_\_\_

\_\_\_\_\_ Spouse will accompany YES/NO.

\_\_\_\_\_ If wife accompanying, inform local spouse that will host.

\_\_\_\_\_ First name/nickname \_\_\_\_\_

Party Composition (names/positions/billeting assignments)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Arrival and Departure Information:

\_\_\_\_\_ Arrival date/time/location/flight info \_\_\_\_\_

Flight time to SAAF/SIAP: \_\_\_\_\_

\_\_\_\_\_ Departure date/time/location/flight info \_\_\_\_\_

\_\_\_\_\_ Person(s) greeting \_\_\_\_\_

\_\_\_\_\_ Commercial: Airline/Flt # \_\_\_\_\_

\_\_\_\_\_ MilAir: Aircraft/Call Sign \_\_\_\_\_

\_\_\_\_\_ Visitor's office/party call Protocol when aircraft lifts off \_\_\_\_\_

\_\_\_\_\_ POC and phone number at departing Base Ops \_\_\_\_\_

(Inform POC to call us when aircraft departs; if no call received, call the POC.)

\_\_\_\_\_ Purpose of visit: Be specific to ensure the visitor (s) receive the appropriate briefings

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ Desires of his wife: Does the spouse have any special items/issues/areas that she would like to view/have briefed?

\_\_\_\_\_ Briefings (clearance) \_\_\_\_\_

\_\_\_\_\_ Determine if the spouse is also on official travel.

\_\_\_\_\_ If required, explain transportation guidelines.

Personal Information:

\_\_\_\_\_ Request biographies.

\_\_\_\_\_ Requirement for DM on arrival \$\_\_\_\_\_ X Rate\_\_\_\_\_ = \_\_\_\_\_ DM

\_\_\_\_\_ Dietary restrictions \_\_\_\_\_

\_\_\_\_\_ Smoker \_\_\_\_\_ Non-smoker

\_\_\_\_\_ Specific likes/dislikes \_\_\_\_\_

\_\_\_\_\_ Has been in this position since \_\_\_\_\_ 19\_\_\_\_.



\_\_\_\_\_ Visit classification: Unclassified \_\_\_\_\_ FOUO \_\_\_\_\_ Confidential \_\_\_\_\_

\_\_\_\_\_ Uniform for the visit and dress for dinner.  
(See response from Questionnaire)

\_\_\_\_\_ Country Clearance. Directorate send country clearance (ECJ1-AX for details).

\_\_\_\_\_ PSD. Coordinate with PSD.

\_\_\_\_\_ DCINC's Aide. Coordinate with the Aide. (Protocol will Coord)  
\_\_\_\_\_ Provide schedule.

\_\_\_\_\_ Official gift exchange: Yes \_\_\_\_\_ No \_\_\_\_\_

- If yes, determine type of gift \_\_\_\_\_

- Determine time/location for the exchange \_\_\_\_\_

- Official gift exchange for the ladies: Yes \_\_\_\_\_ No \_\_\_\_\_

- If yes, determine type of gift \_\_\_\_\_

\_\_\_\_\_ ID Cards. Determine if ID cards are required. \_\_\_\_\_ Explain regulations on the use of the  
Exchange, Commissary, and rationed items.

\_\_\_\_\_ Photographers. Photo Lab, 431-2710.

\_\_\_\_\_ MILAIR: DCINC approval \_\_\_\_\_

\_\_\_\_\_ Complete and send in Form 5-19

\_\_\_\_\_ Invitational Travel Orders (only for non-DOD) \_\_\_\_\_

\_\_\_\_\_ Telephonic notification to Flight Operations (421-4218) \_\_\_\_\_

\_\_\_\_\_ Notify and coordinate with SAAF Protocol (421-4107) \_\_\_\_\_

\_\_\_\_\_ Coordinate with Flight Ops (421-4218) - schedule helo. \_\_\_\_\_

\_\_\_\_\_ If Frankfurt arrival, contact UVCC, 330-6373/6183 or 069-693-350/084.

\_\_\_\_\_ Honors (Protocol will Coord)

- DCINC approve: Honors ceremony \_\_\_\_\_ only Honor Cordon \_\_\_\_\_

- Band \_\_\_\_\_ Flags \_\_\_\_\_

- Joint Color Guard \_\_\_\_\_

- Honor Cordon \_\_\_\_\_ Red Carpet (SAAF/O'Club) \_\_\_\_\_

- Departure honor cordon \_\_\_\_\_
- If HQs, clean-up HQs/mall area \_\_\_\_\_

\_\_\_\_\_ Headquarters Conference Room:

- Reserved \_\_\_\_\_ Attendees names (from AO) \_\_\_\_\_ Seating plan \_\_\_\_\_
- Name tags for table \_\_\_\_\_ Coffee \_\_\_\_\_ Water \_\_\_\_\_ Cookies \_\_\_\_\_

\_\_\_\_\_ DCINC's Residence: (Protocol will Coord)

- Call House \_\_\_\_\_
- Confirm house guests \_\_\_\_\_ dinner \_\_\_\_\_ number of dinner guests \_\_\_\_\_.
- Send dinner guest list, Schedule of Activities, Ladies' Schedule, Bios, and \_\_\_\_\_ house folder\_\_\_\_\_. Arrange for arrival of luggage \_\_\_\_\_ PSD \_\_\_\_\_ M/P \_\_\_\_\_
- Arrange transportation \_\_\_\_\_.

\_\_\_\_\_ DV Suites, VOQ: (Contact Protocol)

- Reserve suite(s) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- ODCINC funds request \_\_\_\_\_. Fruit Basket/Flowers \_\_\_\_\_.
- STU-III Support: Service connected; 99 Worldwide access/Flash override (430-5005) \_\_\_\_\_.

\_\_\_\_\_ Dinner: (Contact Protocol)

- Coordinate with the House Staff \_\_\_\_\_
- Proposed Dinner Guest List \_\_\_\_\_ Seating Arrangement \_\_\_\_\_.
- Dinner invitations \_\_\_\_\_ Responses \_\_\_\_\_.
- Menu translated (language of the DV) and printed \_\_\_\_\_ Assembled \_\_\_\_\_.
- Any dietary restrictions \_\_\_\_\_ If so, \_\_\_\_\_.
- Place cards \_\_\_\_\_ Seating Chart \_\_\_\_\_.

**C-4**

- Local Restaurant \_\_\_\_\_ Reservations \_\_\_\_\_.

- ODCINC funds request \_\_\_\_ -- Arrange payment \_\_\_\_.

\_\_\_\_ Lunch:

- Notify CINC's Mess \_\_\_\_.

- Proposed Luncheon Guest List \_\_\_\_ Seating Arrangement \_\_\_\_.

- Coordinate Menu with CINC Mess \_\_\_\_ Dietary restrictions \_\_\_\_.

- Table Menus \_\_\_\_ Seating Chart \_\_\_\_.

- Copy of guest list, seating, menu to Mess \_\_\_\_.

- Place cards/Seating Chart/Door Card \_\_\_\_ Coordinate payment \_\_\_\_.

\_\_\_\_ Breakfast:

- Notify CINC's Mess \_\_\_\_.

- Proposed Breakfast Guest List \_\_\_\_ Seating Arrangement \_\_\_\_.

- Coordinate Menu with CINC Mess \_\_\_\_ Dietary restrictions \_\_\_\_.

- Table Menus \_\_\_\_ Seating Chart \_\_\_\_.

- Copy of guest list, seating, menu to Mess \_\_\_\_.

- Place cards/Seating Chart/Door Card \_\_\_\_ Coordinate payment \_\_\_\_.

\_\_\_\_ Ladies Schedule

- Coordinate with local host/hostess \_\_\_\_\_.

- Fax options available \_\_\_\_.

- Ladies preferences \_\_\_\_\_.

- Dietary restrictions \_\_\_\_\_.

- Smoker \_\_\_\_ Non-smoker \_\_\_\_

- Specific likes/dislikes \_\_\_\_\_

- Escort \_\_\_\_\_

- Restaurant reservations \_\_\_\_.

**C-5**

- ODCINC funds request \_\_\_\_.

- Welcome folder \_\_\_\_.

\_\_\_\_ Transportation Plan

- Arrange sedans and vans \_\_\_\_ Luggage \_\_\_\_.

- Coordinate with PSD \_\_\_\_

- Send Schedule to VIP M/P (LAN: MOTOR\_POOL) \_\_\_\_ Phone M/P \_\_\_\_.

\_\_\_\_ Welcome Folders (Provided by Protocol)

\_\_\_\_ Fax schedule, lunch and dinner lists, transportation plan, party composition, phone numbers  
bios to DV's POC.

**APPENDIX D**  
**Responsibility Chart**

	OPR/AO	Other	Protocol
SJS issue a visit tasker and designate a directorate or staff office to act as OPR for visit		SJS	
OPR inform the protocol office of an upcoming visit if not notified via SJS tasker	x		
If SJS did not issue a visit tasker-OPR notify the protocol office of an upcoming visit copy to Protocol	x		
Protocol submit Visitor Notification Sheets to SJS within 24 hours after receipt of visit notification			x
SJS amend master event calendar that keeps CoS advised of the visit schedule		SJS	
SJS task scenesetter if required		SJS	
Protocol assign an Protocol Officer to coordinate with the OPR action officer (AO)			x
AO should complete checklist at appendix E to gather needed information	x		
OPR submit a VFRD-VISIT GROUP to DCINC/CoS for approval of DV visit	x		
Determine if any representational funds are required and how much and submit to DCINC			x
Protocol Request invitational travel orders for four-star equivalent non-DOD and foreign DVs			x
If non -DOD and foreign military and civilian personnel request military air transportation or access to DOD facilities, AO request invitational travel orders for three-star and below equivalent non-DOD and foreign DVs	x		
AO Request air and ground transportation for three star and below DVs	x		
If non-DOD or foreign visitors, and three star or below, AO determine if MILAIR is available and if so, submit MILAIR request to DCINC	x		
If non-DOD or foreign visitors, and four star equivalent, protocol determine if MILAIR is available and if so, submit MILAIR request to DCINC			x
AO make DV billeting arrangements	x		
AO make arrangements for meals	x		
AO make any reservations with Protocol for Headquarters Conference Room, Auxiliary Conference Room, or DCINC's Conference Room	x		
AO request and recommend airlift for three-star and below DVs	x		
AO schedule office calls	x		
If non-DOD or foreign visitors, OPR determine if a gift exchange will occur and what gift visitor plans to present	x		
When notified by the ECJ2 Security Support Office (J2-SSO) on behalf of the Director, ECJ2 will provide country background information to OPR as requested for foreign visitors.		ECJ2	
AO obtain a current biography of the DV(s)	x		

	OPR/AO	Other	Protocol
For U.S. Ambassadors and third-country nationals, OPR notify U.S. Defense Attaché (USDAO) American Embassy Bonn	x		
For Non-NATO Personnel to Germany OPR notify USDAO Bonn, to request German Government approval of the visit	x		
OPR contact J33 for Theater Clearance	x		
If required, AO request SCI clearances from DV's servicing SSO	x		
Protocol will obtain DCINC approval for the use of USEUCOM airlift assets to support four-star air travel			x
Protocol coordinate and prepare spouse schedules for four star visits			x
Protocol prepare welcome information folders for the DVs			x
OPR prepare SJS scenesetter if required	x		
AO obtain welcome folders from the Protocol Office	x		
AO will make DV billeting arrangements for other than 4-Star DVs. Protocol or the billeting office can provide a listing of hotels in the local area if quarters are not available on Patch.	x		
ECJ3 schedule military airlift as requested and/or required to accomplish the visit.		ECJ3	
For three star and below visitors- If no schedule conflicts exist, then ECJ3 replies to the request for travel clearance with an invitation to visit.		ECJ3	
DV's staff contact USDAO of country being visited for country clearance		x	
Protocol will coordinate all arrangements for DV ground transportation for all four-star visits			x
AO obtain points of Contact at each location in the DV's itinerary	x		
Protocol prepare itinerary and assist setting up awards, promotions, and retirement ceremonies hosted by CINC, DCINC, or CoS			x
Protocol prepare itinerary and assist setting up awards and retirement ceremonies hosted by CINC, DCINC, or CoS	x		
OPR submit final schedule of activities if no command group involvement	x		
For all four star visits, Protocol prepare Visitor information TAB A for the SSRS			x
Prepare a visit prebrief if requested by DCINC or CoS	x		
Directors will notify the OPR of the level of clearance required for attendance at the proposed briefing and discussions sponsored by the directorate		x	

	OPR/AO	Other	Protocol
If SI/SCI clearance is required, AO contact ECJ2 not later than three working days before arrival to ensure that special access authorization has been received.	x		
ECJ3 will establish advance contact with command and control agencies and arrange for the secure transmission of military flight information		ECJ3	
OPR notify 6th ASG to provide local ground transportation (VIP motor pool)	x		
OPR prepare and publish the visit Schedule of Activities or three star visits and below	x		
AO determine attendance at briefings and provide to Protocol as soon as possible	x		
OPR submit a VFRD to CoS for approval of agenda 2 working days prior to the visit via VFRD-VISIT GROUP	x		
ECJ2 receive, maintain, and verify security clearances of visitors		ECJ2	
ECJ2 contact DV's servicing SSO to obtain clearances if not received within five working days prior to DV's arrival.		ECJ2	
Protocol provide seating chart to CINC, DCINC, and/or CoS			x
Directorates prepare briefings when required		x	
Contact Protocol to arrange seating for any briefing/discussions in the HCR, ACR/CSC, and DCR when the CINC, DCINC, or CoS preside	x		
Protocol arrange seating for Component Commanders Conference and provide CINC, DCINC, and CoS with a seating chart			x
AO make special arrangements for briefings for foreign visitors	x		
OPR will arrange for slide flipper for DVs at briefings and meetings	x		
AO will determine DV briefers audio visual support requirement	x		
AO obtain visitor badges from the MP at front entrance for each member of DV's entourage	x		
AO establish contact with the POC at the location prior to visiting Patch Barracks to determine if there are any anticipated delays.	x		
OPR will control access to SI/SCI briefings and discussions. ECJ2/SSO will advise on access/clearance.	x		
ECJ3 will monitor the scheduled arrival and departure times of four-star DVs within the theater and provide flight tracking information		ECJ3	
Flight Operations Protocol Section meet all arriving/departing DVs on military flights at SAAF and manage aircraft and aircrew support		x	
For all three star DVs and below AO will ensure that all visit responsibilities of the OPR and VC have been accomplished	x		

OPR develop a proposed agenda and coordinate	x		
	OPR/AO	Other	Protocol
VC Review all proposed visit briefing to ensure continuity and prevent repetition		x	
VC ensure visit briefings topics/schedules are approved by the CoS		x	
VC ensure the briefers make any necessary changes to the briefing as result of input		x	
VC ensure all briefers are aware of their scheduled time to present their briefing		x	
AO send all briefings to the appropriate conference room account (HCR, ACR, or DCR)	x		
AO will attend all briefings to record significant points	x		
VC attend the scheduled briefings and discussions		x	
ECJ6 determine and manage communication services support on DV schedule of activities route		ECJ6	
6th ASG provide personal security in coordination with PSD and ECJ2		6th ASG	
AO forward two copies of final guest list containing local national guests to the operations NCOIC, patch barracks, MP station not later than one day prior to the event.	x		
After the DV departure, the OPR will prepare after action reports as appropriate.	x		
Upon departure of DV from HQ USEUCOM, the AO should contact the next organization/command in DV's European itinerary to inform them of the DV's time of departure from HQ USEUCOM	x		